



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Mark Linder

**SUBJECT: SUCCESS OF CITY'S EFFORTS
TO SECURE GRANTS**

DATE: May 25, 2007

Approved /s/ Date 05/25/07

PURPOSE

The purpose of this MBA is to respond to Council Members' queries raised during the Budget Study Sessions as to the results of the City's grant receiving efforts.

ANALYSIS

Staff gathered the following information from all the departments involved in applying for grants. Staff focused on grants sought by the City that were also managed by the City. Therefore, grants such as the VTA grants where the City assists, but the grant is managed by another agency, are not included. Also grants the City receives as an entitlement or by formula such as the Community Development Block Grant are not included. The UASI grants, which are managed by a regional team that includes City staff, are also not included. The analysis focused on grants received in Fiscal Year 2006-07.

Total number of grants received in 2006-07	68
Total dollars received from these grants	\$47,228,082
Total number of grants pending in 2006-07	34
Total dollars pending	\$4,525,846
Total number of grants denied in 2006-07	6
Total dollars denied	\$2,980,000
Total number of staff working on grants applications	39

Most staff work on grants along with other duties. Also, the City's Washington D.C. lobbyist, Patton Boggs, works on grants on behalf of the City and reports on grant opportunities regularly. The City's staff member in Sacramento works with other City staff on State grant opportunities.

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ANALYSIS (Cont'd.)

The vast majority of the grants the City receives are from government agencies. The City received 19 grants from the private sector totaling \$887,787. In addition, the Library received \$350,268 from the San Jose Public Library Foundation and \$43,368 from the Friends of the Library Groups.

There has been some discussion about having a grants seeking coordinator in the City Manager's Office. The thought is the City could be aggressive in applying for and receiving grants if a staff person was dedicated to the effort. Also, with the current decentralized approach it is difficult to coordinate the City's grant seeking efforts and track the grant applications and success. Finally, there is no staff resource that can train people on effective grant writing. However, staff feels that a permanent employee would be premature right now. While the City needs a more coordinated approach to securing grants and a better tracking system on grants received and grants pending, the answer may not be another full time person in the City Manager's Office. Staff is suggesting that a Leadership Fellow be assigned to discussing the issue with the City CSAs, researching best practices at other cities and counties and preparing a recommendation for the City Manager for the FY 08-09 budget process. This work would begin in September and be concluded by December 2007. The City's Leadership Fellow program assigns a high performing middle manager to the City Manager's Office for up to 12 months to work on special assignments and gain experience. Leadership Fellows report to a Deputy City Manager. Currently, a Leadership Fellow is working on the Urban Forest Imitative and another is working on the Grants Management System for the grants that the City gives to non-profit organizations.

/s/

Mark Linder

Deputy City Manager